Defense Acquisition University

BCEFM Workforce

Our new DAU Vision:

" Enabling the AT&L workforce to achieve the right acquisition outc

Ms. Sharon Jackson
Center Director for
BCEFM

18 Feb 09

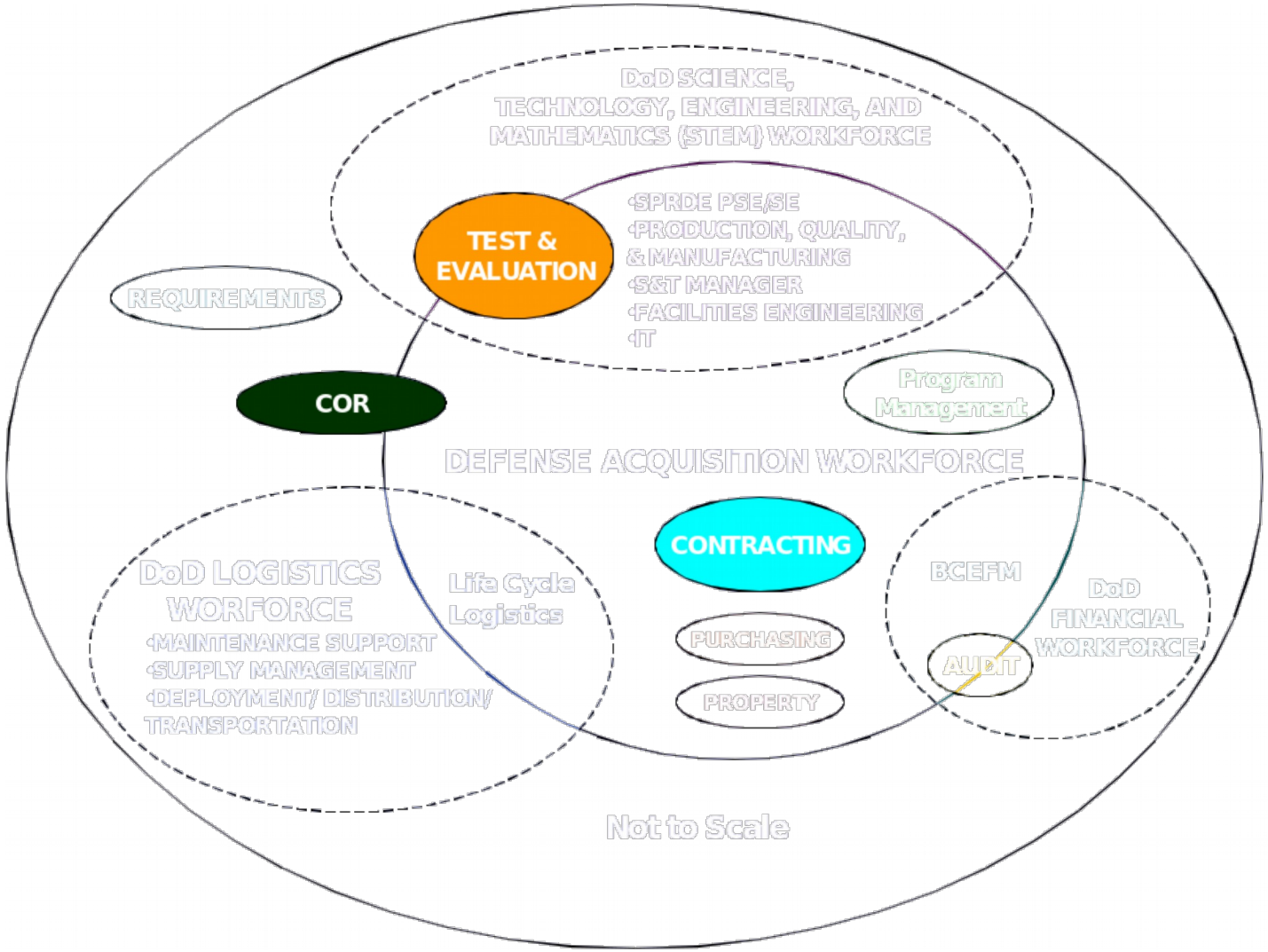
AGENDA

BCEFM Career Field

- Senior Stakeholders
- Human Capital
- New Workforce Certification Requirements
- AT&L BCEFM Competency Management
- New BCEFM Policies/Challenges

Defense Acquisition Workforce

Part of the Greater DoD Workforce

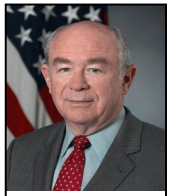


2009 2015 2020 2030

The AT&L team must continue the legacy we have inherited - a legacy of providing unmatched weapons technology that has assured the security and freedom of our nation. The talent and motivation of the people on the team will be the key to our success.
John J. Young, Jr.
Under Secretary of Defense for
Acquisition, Technology and Logistics

Functional Leaders

Dr. Nancy Spruill
BCEFM



Mr. Dave Ahern
ACQ & PM

Mr. Alfred Vokman
AT&L IC

Mr. James Dalton
FE

Mr. Shay Assad
CON

Mr. Gordon Kranz
SPRDE/SE/PQM/T&E

Mr. Alan Shaffer
SPRDE/STM

Mr. Ray Boyd
IT/SAM

Mr. Randy Fowler
LOG

Ms. Sharon Jackson
BCEFM

Mr. Brad Brown
PM & ACQ

Mr. Lenny Manning
CON

Mr. George Prosnik
E&T

Mr. Bill Kobren
LOG

Functional Center Directors

2009 2015 2020 2030

Defense Acquisition Workforce Human Capital Update for Business, Cost Estimating, & Financial Management

Human Capital Initiatives
Defense Acquisition University

The Defense Acquisition Workforce "Count"

As of 30 Sep 08

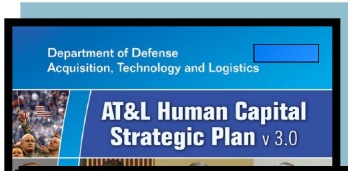
Career Fields (14)	ARMY	NAVY/USMC	AIR FORCE	OTHER	TOTAL
Auditing	**0**	**0**	**0**	**3,638**	**3,638**
Business, Cost Estimating, & Financial Management	**3,350**	**1,935**	**1,530**	**270**	**7,085**
Contracting	**7,714**	**5,245**	**6,834**	**5,887**	**25,680**
Facilities Engineering	**988**	**3,902**	**6**	**24**	**4,920**
Industrial/Contract Property Management	**99**	**62**	**26**	**264**	**451**
Information Technology	**1,764**	**903**	**950**	**317**	**3,934**
Life Cycle Logistics	**7,134**	**4,355**	**1,727**	**145**	**13,361**
Production, Quality & Manufacturing	**1,952**	**2,005**	**383**	**4,798**	**9,138**
Program Management	**3,690**	**4,085**	**4,105**	**901**	**12,781**
Purchasing	**319**	**545**	**142**	**190**	**1,196**
SPRDE - Science & Technology Manager	**143**	**191**	**43**	**103**	**480**
SPRDE – Systems Engineering	**10,740**	**16,576**	**6,429**	**756**	**34,501**
SPRDE – Program Systems	**29**	**0**	**0**	**7**	**36**
Test and Evaluation	**2,135**	**2,476**	**2,622**	**187**	**7,420**

Other/Not Listed

Defense Acquisition Workforce Some Key Questions

- What workforce capability do we need to execute the acquisition mission now and in the future?
- What competencies best contribute to successful performance of the acquisition mission?
- What size and skill/competency gaps exist?
- What is our assessment of near term and long term workforce capability risk?
- How can we manage the risk? What are the alternatives?
- What key information helps with making human capital strategy/initiative decisions?

DoD Strategic Human Capital Thrusts/Goals/Initiatives



AT&L HCSP v 3.0 Goals	
Goal 1	Align and fully integrate with overarching DoD human capital initiatives (Competency Management)
Goal 2	Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management.
Goal 3	Establish a comprehensive, data driven workforce analysis and decision-making capability.
Goal 4	Provide learning assets at the point of need to support mission-responsive human capital development.
Goal 5	Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders (One Team, One Vision, A Common Message and Integrated Strategies.
Goal 6	Recruit, develop and retain a mission ready DoD AT&L workforce through comprehensive talent management.

Key Initiatives

- ✓ **Annual HCSP to Congress**
- ✓ **Competency Management**
- ✓ **Comprehensive workforce data analysis capability**
- ✓ **Learning Asset Integration**
  - Living Library
  - Core Plus
  - Engaged Learner
  - Continuous learning
  - Knowledge sharing
  - Webcasts/Podcasts
  - Gaming & Simulation

AT&L Strategic Thrust

1. Acquisition neighborhood is empowered and enhanced
2. Future AT&L workforce is created
3. Collaboration and results are recognized and rewarded
4. Focus on People

Defense Acquisition Workforce Framework

OSD / Service Secretaries

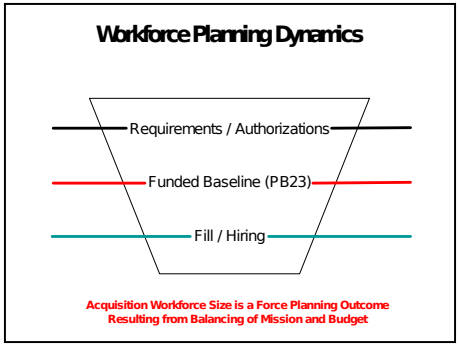
Organizational Leaders (SAEs, DACMs)

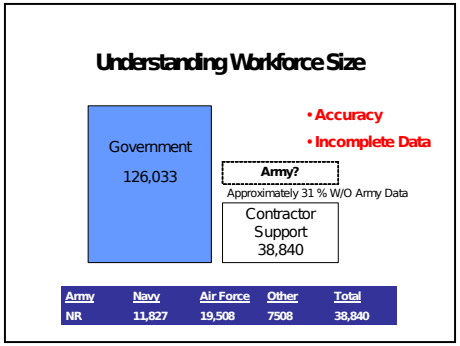
Army | **Navy** | **Air Force** | **4th Estate**

Functional Leader

Functional Counterpart

Functional Counterpart


Workforce Planning Dynamics
Requirements / Authorizations
Funded Baseline (PB23)
Fill / Hiring
Acquisition Workforce Size is a Force Planning Outcome Resulting from Balancing of Mission and Budget



7,085 Members

- Average age: 47 (civ) 37 (mil)
- 6,840 civilians & 245 military
- 43.3% meet or exceed position certification requirements
- 102.9K (15%) retirement eligible now & 128.5K (19%) eligible in 5 years
- Average years of service: 20.2 (civ) 13.7 (mil)
- 63% have bachelor's degree or higher
- 22% have graduate degree

Data DACM

CI Functional Representative

BCEFM Workforce

Content Leader

Competencies FIPTS

Defense BCEFM Acquisition Workforce

Human Capital Fact Sheet

Defense Acquisition Workforce Business, Cost Estimating, and Financial Management[1]	Civilian (Civ) BCEFM Workforce	Military (Mil) BCEFM Workforce	Total BCEFM Workforce (Civ + Mil)	Defense Acquisition Workforce
Size & Composition				
FY08 Workforce Size	6,840	245	7,085	125,879
FY13 Planned/Budgeted Size	7,138	233	7,371	127,539
Change in size 2005-2008	-14%	-34%	-15%	-7%
Civilian/Military Composition	97%	3%	-	88% / 12%
Educational Attainment				
Bachelor's Degree or Higher	63%	84%	63%	77%
Graduate Degree	21%	43%	22%	28%
Certification (Cert)				
Level I or Higher	59%	57%	59%	72%
Level II or Higher	43%	28%	43%	61%
Level III	30%	14%	30%	36%
Position Cert Requirement Met	44%	35%	43%	60%
Planning Considerations				
% Baby Boomer/Traditional Generations	70%	20%	68%	62%
Average Age	47.4	37.3	47.0	45.7
Workforce Life-Cycle Model % Future/Mid-Career/Senior	34/28/38 (%)(Civ)	-	-	40/27/33 (%)(Civ)
Average Years of Service	19.2	13.2	19.0	17.3
Retirement Eligible		-	-	-
Retirement Eligible w/i 5 Years		-	-	-
Gains/Retirements/Other Losses		-	-	-

Training Statistics	BCEFM Workforce	Total
FY08 DAU Course Graduates (Classroom)		
FY08 DAU Course Graduates (Web)		
FY08 DAU Continuous Learning Module Completions		

[1] Source: All workforce data used to generate the Human Capital Fact Sheet is as of the end of FY2008 (September 30, 2008) and the original source is the DoD Components. DoD (AT&L) established the AT&L Workforce Data Mart, in partnership with DoD Defense Manpower Data Center (DMDC) and DoD Components, to facilitate improved data quality and analysis. The information in the fact sheet is based on the data mart except for planned/budgeted workforce data (PB23) and retirement eligibility and gain/loss data. The source for PB23 workforce data is from the OSD (Programs, Analysis & Evaluation) SNAP database. The last required Component PB23 submission was in August 2008. Retirement eligibility and gain/loss data are based on RAND analysis/data using end of FY2007 data provided by DMDC.

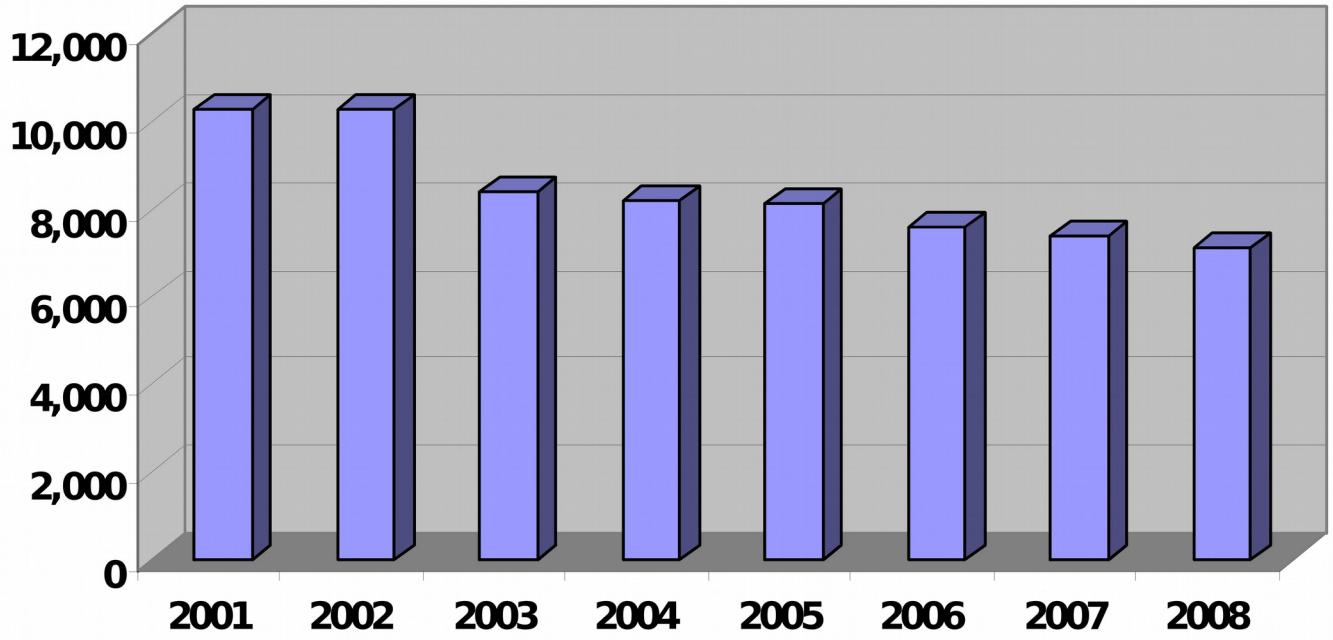
Key Differences
(FY2007-FY2008)

- **The BCEFM workforce (mil+civ) size decreased by 4.1% This took place primarily on the civilian side and within the Army, which has the largest amount of BCEFM-coded personnel.**
- **The size of the civilian Baby Boomer/Traditional Generation workforce has decreased by 5% for total Defense acquisition workforce as well as the BCEFM-specific workforce.**
- **The top occupational series has changed from 0343 (Management and Program Analyst) to 0501 (Financial Administrator).**
- **Army significantly increased (+7%) the percentage of their BCEFM workforce meeting or exceeding certification requirements; the overall percentage increased as well (+5%).**

Defense Acquisition Workforce Certification Requirements for Business, Cost Estimating, & Financial Management

AT&L Workforce – BCEFM
(FY01 through FY08)

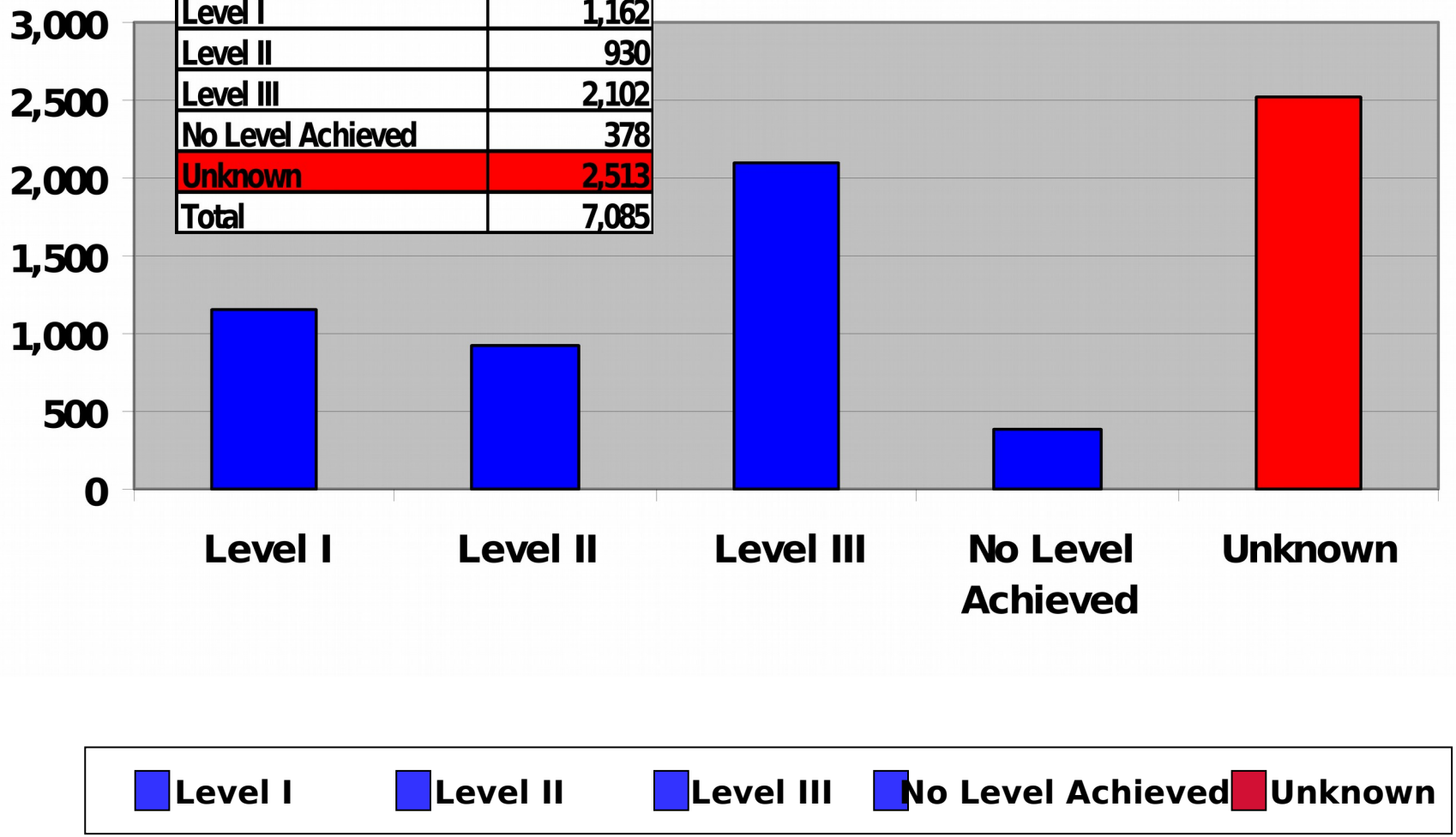
Number of AT&L Workforce Members on AT&L Positions Coded "Business, Cost Estimating, and Financial Management" career field



30-Sep-01	30-Sep-02	30-Sep-03	30-Sep-04	30-Sep-05	30-Sep-06	30-Sep-07	30-Sep-08
10,279	10,252	8,404	8,189	8,119	7,608	7,387	7,085
Jefferson's Solutions #s				DataMart #s			

BCEFM AT&L Workforce
DAWIA Certification Level Achieved
(as of September 30, 2008)

Level I	1,162
Level II	930
Level III	2,102
No Level Achieved	378
Unknown	2,513
Total	7,085



FY 2008 Year in Review

- 4% reduction from FY 07 – FY 08
  - 31% BCEFM workforce reduction from FY 01 – FY 08
- 41% of the BCEFM workforce
  - Unknown = 2,531
  - No Level Achieved = 378
- 61% of BCEFM classroom grads were P1

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Current BCEFM Training

Level I Certification

1 years experience

ACQ 101 Fundamentals of Systems Acquisition Management

25 hrs, online

Plus the Following

- BCF 102 Fundamentals Of Earned Value Management — 4 weeks, online
- BCF 103 Fundamentals Of Business Financial Management — 8 weeks, online
- BCF 106 Fundamentals Of Cost Analysis — 40 hrs, online
- BCF 107* Applied Analysis — 5 days classroom

- *Knowledge based - YA 1*
- *Formal Education Not Required*
- *BCF 107 is required for Cost Estimators only.*

Level I "Core Plus" Courses & CL Module

(See DAU catalog for details)

Level II Certification

2 years experience

ACQ 201 Intermediate Systems Acquisition

35 hours, online

1 week classroom

- BCF 106 Fundamentals Of Cost Analysis — 40 hrs, online
- BCF 205 Contractor Business Strategies — 4 days classroom
- One of the Following Job Specific BCF 211, BCF 203 or BCF 204

- *Application/case based*
- *YA2 & E7-O4*
- *Formal Education Not Required*

Level II "Core Plus" Courses & CL Module

(See DAU catalog for details)

Level III Certification

4 years experience

BCF 301 Budget Cost Estimating and Financial Management Workshop

9 days classroom

- *Application/case based*
- *YA3 & E7-O6*
- *Formal Education Not Required*

Level III "Core Plus" Courses & CL Module

(See DAU catalog for details)

Taking Notice - Resources

- **SAC amendment to FY05 Appropriation Bill - 2003**
  - **"The [acquisition] problem, is attributable, in part, to the draconian staff cuts in the federal acquisition workforce"**
- **SASC confirmation hearings - 2005**
  - **"We took too many people out of that oversight role -- cost estimators, engineers, testing evaluators, program managers."**
- **2006 National Defense Authorization Act**
  - **"The Air Force Cost Analysis Agency has insufficient resources—funding, personnel, and data—to develop and sustain a robust cost analysis capability"**
  - **"The committee notes the Department of the Air Forces has neither a formal training program nor a career development program for its cost analysts"**
- **2007 National Defense Authorization Act**
  - **"Critical shortage of cost estimating acquisition professionals, concerned about substantial cost growth"**
  - **"Government performance of critical acq functions – w/in 5 years PM, Deputy PM, Chief Engineer, Systems Engineer, and Cost Estimator performed by military or civilian"**

Problem and Contributing Factors

Process

- Lack of Policy and standards
- Lack of Collaboration
- Lack of Transparency

People

Quality

- **Unqualified personnel and candidates**
- **Inadequate Training for DoD personnel**
- **No or inadequate training fo**

Quantity

- **Unaccounted Estimators**
  - **Job Series**
- **No defined cost estimator pipeline or career path**

Tools

- No comprehensive data resources
- No templates

Solving the People Factor: An Integrated Approach

- **Cost Sub-IPT:**
  - Includes cost representatives from Air Force, Navy, Army, OSD, and DAU—collaborative effort
  - Collaboratively reviewed and revised competency list (KSAs)
  - Compared revised KSA list with DAU Courses

- **Key Finding: 42% of KSAs not addressed in current BCEFM curriculum**
  - Proposed solutions and alternatives to improve current program
  - Explored feasible options

Cost Curriculum Improvements Process

Current State

Strengths
- We have many courses and lessons in place to draw upon

Weaknesses
-Courses and lessons are not combined to optimally cover the required cost knowledge

Opportunities
-Test-based certification
-Use outside DAU resources (e.g., SCEA)

Risks
-Gaps in cost knowledge causing poor quality estimates

Conclusion

•Develop a separate robust curriculum/track

- **What we have accomplished so far:**
  - Cross-walked the KSA list with available cost and cost-related course objectives
  - For all identified gaps, we have developed a remedy for the disconnect (e.g., if a KSA was absent, we added it; if at the wrong level, we adjusted; if a course needed to be added or created, we conceptually developed it)
  - Developed a curriculum that would more than adequately satisfy requirements

USD(AT&L) MEMO

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

DEC 22 2008

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Restructuring of the Acquisition, Technology and Logistics (AT&L) Business, Cost Estimating and Financial Management Career Field

Section 820 of the National Defense Authorization Act (NDAA) FY 2007, Government Performance of Critical Acquisition Functions established the goal for the Department to ensure that within 5 years of enactment that key positions, to include cost estimator positions, are performed by a properly qualified member of the Armed Forces or full-time employee of the Department of Defense for each major Defense Acquisition Program (MDAP) and each Major Automated Information System Program (MAIS).

In support of Section 820, I direct the restructure of the Business, Cost Estimating and Financial Management (BCEFM) career field and certification standards. Effective October 1, 2009, the BCEFM career field will be known as the Business (BUS) career field with two distinct career paths, one targeting those performing cost estimating functions known as the Business – Cost Estimating (BUS-CE) career path and one targeting financial management functions known as the Business – Financial Management (BUS-FM) career path.

Furthermore, I direct all Defense Acquisition Workforce positions designed to perform cost estimating functions for MDAPs and MAIS programs be recognized in the appropriate civilian and military personnel reporting systems as a BUS-CE position within 30 days following the implementation of this restructure. In addition all cost estimating Key Leadership Positions (KLPs) must be captured and coded within the 30-day period. I expect there to be a minimum of one Lead Program Cost Estimator per MDAP or MAIS program throughout the RDT&E and Production phase.

The Director, Acquisition Resources and Analysis, will remain as the Functional Leader for the Business career field and is authorized to establish the position category descriptions (PCDs) and certification standards for both career paths to become effective upon implementation of this restructure.

The Director, Human Capital Initiatives, will coordinate an implementation plan and promulgate implementation guidance to include the PCDs and certification standards not later than April 1, 2009.

My point of contact is Ms. Sharon Jackson at Sharon.jackson@dau.mil or 703-805-5263.

John J. Young, Jr.

Cost Estimating Curriculum

Now

Training

- **Single Training Track**
- **One Size Fits All**
- **Courses and lessons are not combined to optimally cover the required knowledge**
  - **Student reports of job relevance of courses are below our expectations.**

HR Mgmt

- **Single Career Field**
- **Inability to identify costers for Key Positions**

2010

Training

- **Two Training Tracks w/in Career**
- **Cost and Business distinct**
- **Courses and lessons cover more of the required knowledge**
- **Financial mgmt training and Cost training more focused**
  - **Improved performance in jobs**

HR Mgmt

- **Single Career Field**
- **Costers Clearly Identified**

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Proposed 2010
Financial Management Certification Requirement

Level I Certification
2 years experience

Plus the Followin

ACQ 101 Fundamentals of Systems Acquisition Management

BCF 102 Fundamentals Of Earned Value Management

BCF 103 Fundamentals Of Business Financial Management

BCF 106 Fundamentals Of Cost Analysis

- *Knowledge based - YA 1*
- *Associated in Applied Science or equivalent business-related field Recommended*

Level I "Core Plus" Courses & CL Module
(See DAU catalog for details)

Level II Certification
4 years experience

Plus the Followin

ACQ 201A & B Intermediate Systems

BCF 211 Intermediate Business Acquisition Management

BCF 205 Contractor Business Strategies

BCF 203 Intermediate Earned Value Management

CLM 024 Contracting Overview

CLM 017 Risk Management

Online Pre-Test Required

- *Knowledge based - YA 2*
- *Baccalaureate Degree Recommended*

Level II "Core Plus" Courses & CL Module
(See DAU catalog for details)

Level III Certification
6 years experience

BCF 301 Business, Cost Estimating, and Financial Management Workshop

CLM 013 Work Breakdown Structure

CLM 031 Improve Statement of Work

- *Knowledge based - YA 3*
- *Baccalaureate Degree Recommended*

Level III "Core Plus" Courses & CL Module
(See DAU catalog for details)

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EXPANDING OUR MISSION AND IMPACT

Proposed 2010
Cost Estimating Certification Requirement

Level I Certification

2 years experience

Plus the Following

- ACQ 101 Fundamentals of Systems Acquisition Management
- BCF 103 Fundamentals Of Business Financial Management
- BCF 102 Fundamentals Of Earned Value Management
- BCF 106 Fundamentals Of Cost Analysis
- BCF 107 Applied Analysis

- *Knowledge based - YA 1*
- *Baccalaureate degree (any field of study) with 24 in specified areas (see i-catalog)*

Level I "Core Plus" Courses & CL Module
(See DAU catalog for details)

Level II Certification

4 years experience

Plus the Following

- ACQ 201A & B Intermediate Systems
- BCF 211 Intermediate Business Acquisition Management
- BCF 204 Intermediate Cost Analysis
- BCF 206 Cost Risk Analysis
- BCF 215 Operating and Support Cost Analysis
- CLB 026 Forecasting Techniques
- CLB 030 Cost Data Sources

Online Pre-Test Required

- *Knowledge based - YA 2*
- *Baccalaureate degree (any field of study) with 24 in specified areas (see i-catalog)*

Level II "Core Plus" Courses & CL Module
(See DAU catalog for details)

Level III Certification

7 years experience

- BCF 302 Advanced Cost Estimating
- CLB 029 Rates
- CLB 023 Software Cost Estimating

- *Knowledge based - YA 3*
- *Baccalaureate degree (any field of study) with 24 in specified areas (see i-catalog)*

Level III "Core Plus" Courses & CL Module
(See DAU catalog for details)

AT & L Workforce Data
FY09 1st Qtr. (31 Dec 08)

FY09 1st Quarter (Data As of: 31 Dec 08)								
		BCEFM	CON	E & T	LOG	OTHER	PM	Total
Army	#	3,327	8,319	16,804	7,380	222	4,622	40,674
	%	46.30%	30.80%	30.16%	53.65%	5.18%	25.65%	32.28%
Navy	#	1,999	5,889	22,462	4,458	0	8,337	43,145
	%	27.82%	21.80%	40.31%	32.41%	0.00%	46.26%	34.25%
Air Force	#	1,556	7,090	10,502	1,776	23	4,122	25,069
	%	21.66%	26.25%	18.85%	12.91%	0.54%	22.87%	19.90%
4th Estate	#	303	5,716	5,955	142	4,043	942	17,101
	%	4.22%	21.16%	10.69%	1.03%	94.29%	5.23%	13.57%
Total	#	7,185	27,014	55,723	13,756	4,288	18,023	125,989
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of Workforce		5.70%	21.44%	44.23%	10.92%	3.40%	14.31%	

AT&L
Business, Cost Estimating, & Financial Management
Competency Management

Mandates and Drivers

DoD Acquisition Mission Challenges Drive the Need for Shaping the Future Acquisition Workforce

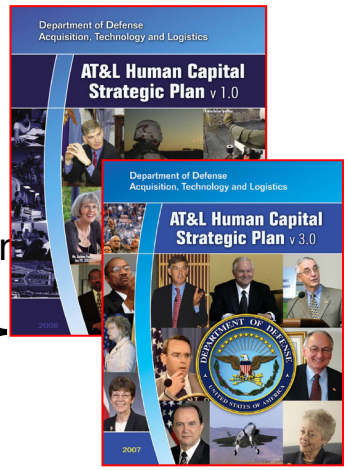
- President's Management Agenda – Human Capital, Leverage Technology (OMB, DoD, AT&L)
- Congressional Concern – Acquisition Outcomes, Human Capital
- Human Capital Planning for DoD AT&L Workforce identified as High Risk by GAO
- OPM HCAAF Human Capital Assessment and Accountability Framework
- Quadrennial Defense Review – Competency Management
- DoD Civilian Human Capital Strategic Plan
- DoD Civilian Human Capital Accountability System

AT&L Human Capital Strategic Plan

- Improved Competency Management is key to overall outcor
- HCSP Goal 1 mandates current, standardized functional competencies
- HCSP Goals 3 and 4 rely on competencies

Defense Acquisition University

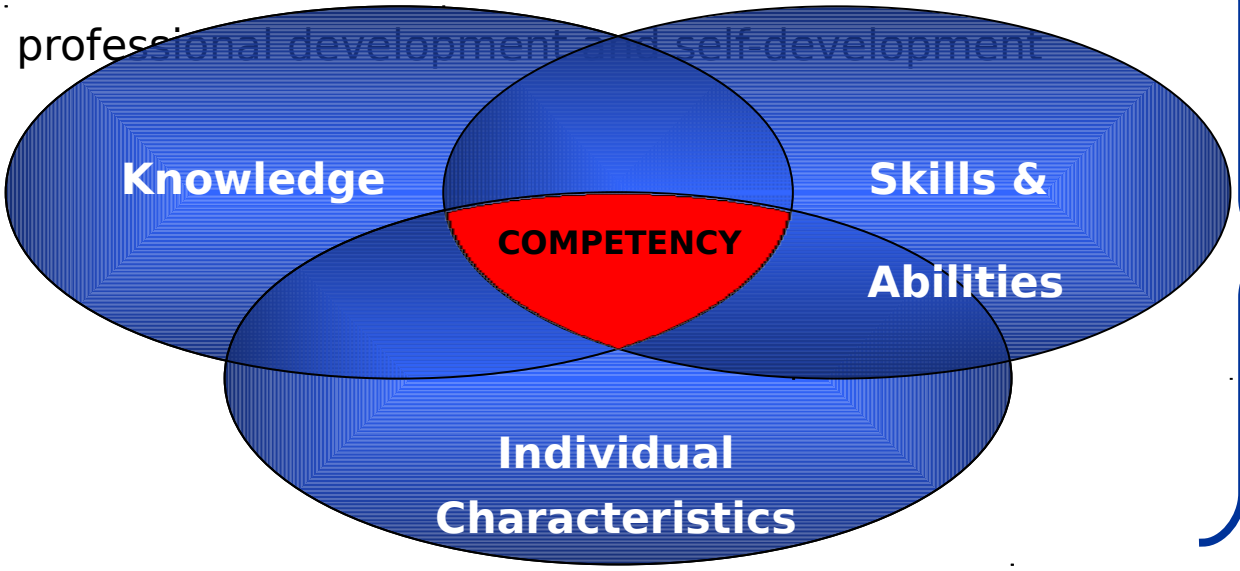
- Enhance AT&L PLM
- Core Plus (Improved Certification Framework)
- Engaged Learner Architecture


Department of Defense
Acquisition, Technology and Logistics
AT&L Human Capital Strategic Plan v 1.0
Department of Defense
Acquisition, Technology and Logistics
AT&L Human Capital Strategic Plan v 3.0
2007

What is a Competency?

" .... an observable, measurable pattern of skills, knowledge, abilities, behaviors & other
characteristics that an individual needs to perform work roles or occupational functions
successfully." (OPM definition)

Developed and attained through education, training, rotational assignments, experience,
professional development and self development



Demonstrated by Behaviors

(Required Performance and a Success Criterion)

Results in = **Superior Performance**

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AT&L Competency Management Process
Phase IV Completion – Entry to Next Steps

Collect Existing Competency Data

Framework Development

Phase I - Convene an expert panel (EP)

Actions:
- Develop a competency framework & input model
- EP identifies Subject Matter Experts (SMEs)
- EP communicates competency effort to the SMEs
- Develop communications package

Goal:
- Establish baseline of existing competency model.
- Communicate effort

Products:
- FA provides list of targeted high-performing SMEs
- Obtains expert panel concurrence on baseline competency framework
- Obtain approval from Dir, HCI and FA on competency model input

Model Development

Phase II – Develop the model

Actions:
- SMEs review the competency framework and provide essential job data through structured interviews and online data collection tools.
- SMEs engaged to identify key "work" situations and competencies contributing to successful performance
- Analyze results and develop competency model content

Goal:
- Model development and identification of key behaviors

Products:
- Deliver Proposed Model Report to Dir, HCI and FA for review

Model Testing & Refinement

Phase III – Perform a beta test & refine model

Actions:
- Collect and synthesize feedback from proposed model report
- Pre-assessment communications to workforce
- Identify stratified workforce sample

Goal:
- Further refine model to include input from functional leads
- Obtain FA and Dir, HCI approval for validation assessment

Products:
- Obtain concurrence from FIPT on competency model
- Obtain approval from Dir, HCI and FA on competency model

Competency Validation, Assessment, and Sustainment

Phase IV – Validate and Assess

Actions:
- Launch competency assessment tool
- Analyze results to evaluate model validity and generalizability to the workforce

Goal:
- Identify competencies required for superior performance
- Evaluate proficiency gaps for validated competencies
- Plan for continual updates and use of competency model

Products:
- Deliver proven (validated) competency model in HR XML format
- Provide competency validation and assessment and obtain Dir, HCI and FA approval

Next Steps for Results:

Transition Assessment Results Into Each Career Fields Needs and Future Studies

BCEFM Competency Schedule

Phase I	Phase II	Phase III	Phase IV
• ***Initiate Expert Panel*** • ***Create Initial Competency Framework*** • ***Identify SMEs*** Activities Complete	• **Website Modifications Complete** • **Data Collection:** **Oct-3 to Oct-24 08** *Extended to Nov-1* Data Collection Complete	• A planning meeting to be scheduled with AWCM • **Model & Tool (Website) Review Sessions**	•**Website Review** • **Assessment Data Collection:** • **Data Analysis**
Report Out: **Framework Complete**	Report Out: **Feb 6th 09**	Report Out: **March, TBD**	Report Out: **May, TBD**

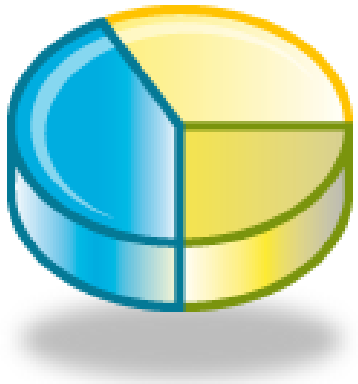
Examples of FM Competencies

- **Financial Managers Activities**
  - Budget Formulation
  - Budget Execution
  - Ensuring Financial Compliance to Fiscal Law
  - Accounting
  - Auditing Processes

- **Acquisition-Specific Activities**
  - Acquisition Strategy Planning and Analysis
  - **APBs**
  - **Milestone Review**
  - **Cost Analysis**
  - Programming and Budget Process
  - Budget Execution (Spend Plans)
  - Manpower Assessment
  - **Risk Management**
  - **Contracting**
  - Utilizing Automated Systems and Software (**DAIMR or SARs Reports**)
  - **EVM Analysis**
  - IPT Member

BCEFM Participation Status Check

- **We have 68 completions (64%)** out of the107 identified
- We have good representation across each of the four breakouts
  - **Cost Estimation (CE): 7 out of 11 identified (64%)**
  - **Earned Value Management (EVM): 6 out of 12 identified (50%)**
  - **FM Acquisition Roles: 43 out of 66 identified (65%)**
  - **FM Comptroller Roles :12 out 18 identified (67%)**



Next Steps

- Beginning data analysis of SME responses on November 5th
  - ***Report out (Phase II) February 6th***

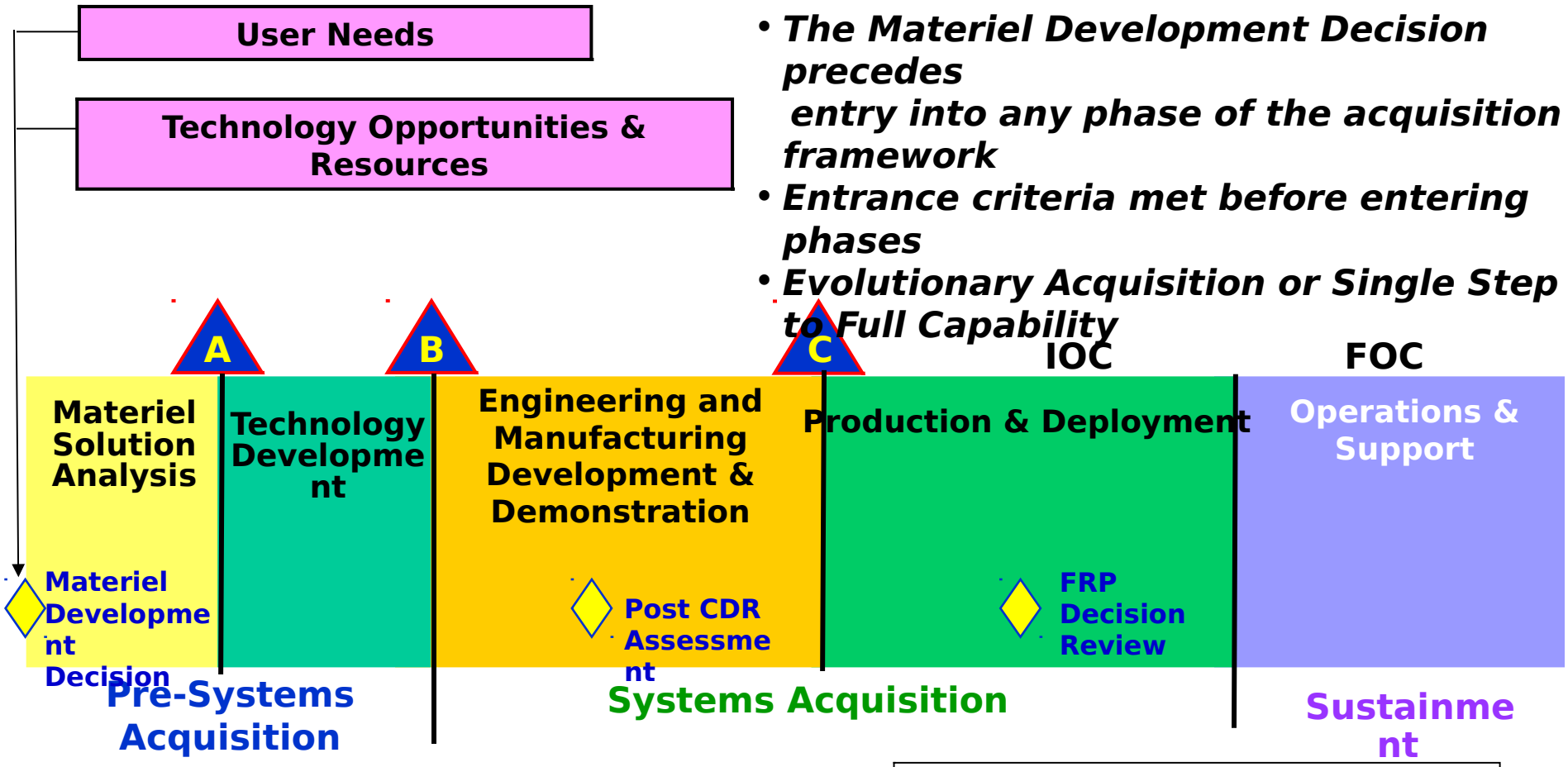
- Upcoming planning for Phase 3 – Model Testing and Refinement and Phase 4 – Competency Validation and Assessment
  - Meeting(s) to be scheduled for December and January
  - These meeting will be to plan assessment communications and steps needed to select members of our population for participation.
  - We will need to select a stratified sample across each of the major services as well as the functional areas within BCEFM

Business, Cost Estimating, & Financial Management Challenges and New Policies

New OSD (AT&L) Policy

- **EVM Requirements and Reporting – 27 Aug 2008**
- **DoD 5000.02 – 8 Dec 2008**
- **Restructuring of the AT&L BCEFM Career Field – 22 Dec 2008**
- **Standardization of the WBS to Support Acquisition Program Management – 9 Jan 2009**
- **EVMS Performance, Oversight and Governance – 24 Jan 2009**

The Defense Acquisition *Management System 2008



- *The Materiel Development Decision precedes entry into any phase of the acquisition framework*
- *Entrance criteria met before entering phases*
- *Evolutionary Acquisition or Single Step to Full Capability*

- **Decision points: 6**
- **Phases: 5**
- **Milestone documents: 40+**

anged from Framework to "Management System"

BCEFM Challenges

- **Growing the Acquisition Community – NDAA FY 2008, Section 852**
- **Cost Estimating Recruiting and Retention - NDAA FY 2008, Section 820**
- **Too Much Out Sourcing – NDAA FY 2009, Subtitle D**
- **Not Enough Focus on Earned Value Management – NDAA FY 2009, Sec. 887**

… Q&A …

We owe them our very best!!!

BACKUP

SEC. 820. Critical Acquisition Positions

(a) GOAL.—It shall be the goal of the Department of Defense and each of the military departments to ensure that, within five years after the date of the enactment of this Act, for each major defense acquisition program and each major automated information system program, each of the following positions is performed by a properly qualified member of the Armed Forces or full-time employee of the Department of Defense:

(1) Program manager.

(2) Deputy program manager.

(3) Chief engineer.

(4) Systems engineer.

(5) Cost estimator.

Phase I – Framework Development

An expert panel is a specialized focus group where career field functional leaders, highly knowledgeable about the job, meet to discuss the competencies needed for employees to succeed as superior performers.

Pre-work: Functional Advisor representative provides AWCM and CNA current and past career field job data: competencies, dictionaries and databases, job descriptions, performance evaluations and standards.

Activity: Develop a Competency Framework: Conduct a workshop with functional leaders to help frame the tasks required of the specific career field. The framework provides model structure so that SMEs can effectively provide focused input. Sample workshop questions for panel members include:

- What do you hypothesize as most critical current and future work functions and tasks, processes, outputs?
- What are the organizational structures in conducting business? What are the specialty mission functions?
- What are the requirements from customers?
- What do you do that is the same/different from other AT&L career fields?
- To whom are we accountable?

Activity: Identify Subject Matter Experts: Choose superior performers as SMEs to participate in data collection and communicate this effort and senior leader champion to the selected SMEs. SMEs should be selected because:

- They are recognized high performers
- They clearly articulate the knowledge, skills, and behaviors demanded by their job to be successful
- Revise/Validate job framework information received from the senior functional leaders

Activity: Develop Communications Strategy and Plan. Identify key stakeholders and communications requirements for each stakeholder for each step in this phase and the next phase, which will include project purpose, data exchange, and assessment tool.

Phase II – Model Development

A subject matter expert group is another specialized focus group where high performers meet to discuss key behaviors, tasks, goals, skills, etc. that shape success in their jobs. Through use of various data collection vehicles, we are able to gather a large amount of essential job data.

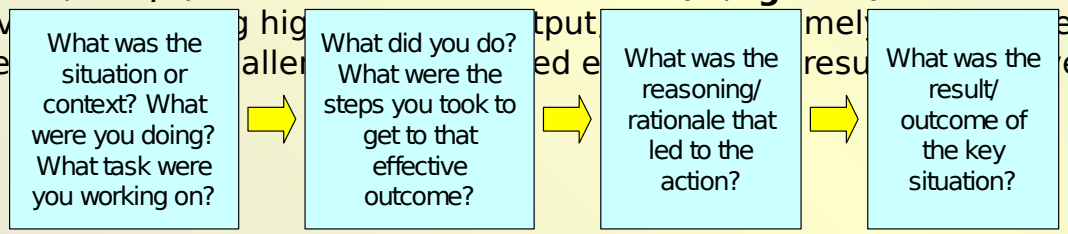
Pre-work: Review competency framework developed by Expert Panel in Phase I.

Activity: Review the competency framework. The SMEs will provide more detail to identify key behaviors and tasks that impact on-the-job performance. SMEs may be asked to discuss the following:

- Describe primary work functions, responsibilities, and outputs of your job.
- Describe what behaviors comprise these main work functions/responsibilities and rate their importance.
- What knowledge, skills, and abilities (technical and non-technical) do you use to carry out these functions?
- Describe how your performance is measured.

Activity: Provide essential job data through structured interviews and online data collection tools.

SMEs will document specific job-related stories in which they, personally, were successful – for example, achieving cost-sav g hig tput mel ese stories catalogue key behaviors that are aller ed e resu e job outcomes.


Situation/Task
What was the situation or context? What were you doing? What task were you working on?
Action
What did you do? What were the steps you took to get to that effective outcome?
Reasoning
What was the reasoning/ rationale that led to the action?
Results
What was the result/ outcome of the key situation?

Activity: Analyze job data to develop the competency model. Analyze the quantitative and qualitative data collected to identify the discreet competencies that can be measured by key behaviors. Identify and report the most critical competencies required for superior performance. In addition, identify

Phase III – Model Testing and Refinement

The model testing and refinement phase is a beta test period of the assessment tool. Key members of the FIPT/Expert Panel thoroughly review the assessment tool web site: usability and instructions, length of assessment, look/feel, and most importantly, the competency model content and assessment questions. This is the final opportunity for senior functional leaders to make qualitative changes to the model content and the assessment tool web site.

Activity: Define Pilot Implementation Requirements. Develop validation and assessment requirements that fully address project direction, research questions, assessment design and data requirements, training, logistics and schedule. In this activity, our collective goal is to further validate the competency model and at the same time perform a beta-test. In addition, roles and responsibilities of the subject matter group and CNA will be established.

Activity: Collect/Exchange Information. Finalize model content and share needed data to meet outlined data requirements. Obtain FIPT concurrence on competency model.

Activity: Design and Test Model. Develop create testing instructions and deploy the test model and tool instructions for subject matter group testing. Discuss outcomes and make appropriate changes before finalizing tool.

Activity: Disseminate Communication Materials. Disseminate pre-assessment communication materials to include, purpose, benefit, and appreciation for supporting this initiative.

Phase IV – Competency Validation, Assessment and Sustainment

The workforce assessment is launched to the workforce to collect critical data for workforce planning.
Once the assessment administration is complete, the data will be analyzed and results provided in a final written report and presentation.

Activity: Launch Assessment. Deploy on-line assessment to the workforce with appropriate communications, reference materials, and instructions to ensure seamless administration.

Activity: Assessment Administration. Provide technical support, status reports, and communications support throughout administration period.

Activity: Report Results of Data Analysis. Analyze assessment data and provide initial report on proficiency gaps, competency inventory of existing capabilities, and recommendations to close gaps. CNA will report the results and work with the Client to interpret the results that can be implemented into actionable workforce planning solutions. This report will be provided within 30 days of assessment completion for sponsor review. Subject matter representatives will provide final comments to CNA. Within 20 days of receipt of comments, CNA will deliver a final report.

Activity: Results Briefings. CNA will brief or support sponsor in briefing results of the assessment. In addition, CNA will capture all lessons learned and implementation changes required for future workforce assessments.

Activity: Maintain Model Currency. CNA will collaborate with client to ensure model currency and sustainment.

AT & L Workforce Data
FY08

FY08								
		BCEFM	CON	E & T	LOG	OTHER	PM	Total
Army	#	3,350	8,132	16,763	7,134	212	4,678	40,269
	%	47.28%	29.76%	30.20%	53.39%	4.33%	26.43%	31.99%
Navy	#	1,935	5,852	22,151	4,355	786	7,987	43,066
	%	27.31%	21.41%	39.91%	32.59%	16.05%	45.12%	34.21%
Air Force	#	1,530	7,002	10,427	1,727	30	4,111	24,827
	%	21.59%	25.62%	18.78%	12.93%	0.61%	23.22%	19.72%
4th Estate	#	270	6,341	6,168	145	3,868	925	17,717
	%	3.81%	23.20%	11.11%	1.09%	79.00%	5.23%	14.07%
Total	#	7,085	27,327	55,509	13,361	4,896	17,701	125,879
	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of Workforce		5.63%	21.71%	44.10%	10.61%	3.89%	14.06%	